

Minutes of the meeting of the Human Resources Committee of the Board of Directors of the Cook County Health and Hospitals System (CCHHS) held Friday, October 23, 2015 at the hour of 9:00 A.M. at 1900 W. Polk Street, in the Second Floor Conference Room, Chicago, Illinois.

I. Attendance/Call to Order

Chairman Wiese called the meeting to order.

Present: Chairman Dorene P. Wiese and Director Lewis M. Collens (2)
Directors Ric Estrada, Ada Mary Gugenheim, Emilie N. Junge and Mary B. Richardson-Lowry

Absent: None (0)

Additional attendees and/or presenters were:

Douglas Elwell – Deputy CEO of Finance and Strategy	Elizabeth Reidy – General Counsel
Lilianna Kalin – Labor/Employment Counsel	Deborah Santana – Secretary to the Board
Gladys Lopez – Chief of Human Resources	Steven Scheer – non-Director Member of CCHHS Finance Committee
Carrie Pramuk-Volk – Employment Plan Officer	John Jay Shannon, MD – Chief Executive Officer

II. Public Speakers

Chairman Wiese asked the Secretary to call upon the registered public speakers.

The Secretary called upon the following registered public speaker:

1. George Blakemore Concerned Citizen

III. Report from Chief of Human Resources (Attachment #1)

September 2015 Semi-Annual Report on the Employment Plan (Attachment #2)

Gladys Lopez, Chief of Human Resources, provided an overview of the Report from the Chief of Human Resources, which included information on the following subjects:

Comparison of Vacancies Filled;
FY2015 Finance Sub-Activity;
Internal and External Vacancies Filled;
Hiring Waterfall and Snapshot through 9/30/15;
Licensed Nurse Vacancies Filled through 9/30/15;
FY2015 Separations and Hires;
CCHHS Turnover through 9/30/15;
CCHHS FY2015 Turnover by New Hires; and
FY2015 HR Goal: Improve/Reduce Average Time to Hire.

With regard to the information on Slide 2 of the presentation, Director Junge inquired as to what kind of physicians are needed for the open positions. Ms. Lopez responded that she will provide that information. On the subject of physician recruitment and hiring, she noted that a physician liaison was recently hired. This person will work directly with the office of the Executive Medical Director, will be the conduit to help streamline some processes and coordinate between the Human Resources Department and credentialing, and will also follow up with the physicians.

III. Report from Chief of Human Resources (continued)

The Committee discussed the subject of the recent insourcing of a number of positions in the Finance Department. Director Richardson-Lowry inquired whether there is a method used to track whether or not savings are incurred as a consequence of the insourcing; additionally, she asked whether there is a correlation between the insourcing and added positions in the Finance Department and the Affordable Care Act (ACA). Mr. Elwell responded that he will provide information on the savings expected as a result of the insourcing, which he believes will be in the amount of approximately \$5 million. With regard to whether there is a correlation between the additional positions/insourcing and the ACA, he stated that some of the additional positions, including pre-registration and patient support center staff, are directly related to the ACA. With regard to the MANG Unit, a decision was made to move to “one-stop shopping” for patients needing assistance with determining eligibility for various programs – CCHHS used to have outside contractors and some of its own employees performing this function, and sometimes a patient had to go to three (3) different people before they found a program for which they might qualify. Director Richardson-Lowry indicated that, for public consumption purposes, when the administration takes in that many new staff, the basis for that kind of large shift in internal staffing should be made a part of the record.

Director Richardson-Lowry inquired regarding training for newly hired nurses; with respect to existing nursing staff, she asked whether the labor agreement includes a provision that requires ongoing training. Ms. Lopez stated that the Executive Director of Nursing, Agnes Therady, has a team of nurses who manage the orientation of nurses. She believes that they go through an extensive training period of perhaps six (6) to twelve (12) weeks, depending on the unit. She was unsure whether there is a requirement in the Collective Bargaining Agreement (CBA) for ongoing training, but noted that nurses are the only group in the organization who receive 100% tuition reimbursement. She indicated that she will follow up with Ms. Therady regarding these questions.

Chairman Wiese requested that data comparing last year’s discharges to this year’s be provided. Ms. Lopez responded that this can be provided in next month’s report.

Ms. Lopez provided additional information regarding Cermak separations (referred to on Slide 5). She stated that the total number of separations as of September 30th is 55; through this time last year, there was a total of 34 separations at Cermak. For purposes of comparison, Cermak’s total number of approved vacancies was 578 in FY2014; in FY2015 that number is 617. Ms. Lopez noted that managers at Cermak are identifying earlier on in the process if candidates are going to be successful in their roles, so there is a higher number of separations within the probationary period. Additionally, she stated that candidates often use Cermak as a way to get into the Stroger Campus. The candidate applies and gets hired at Cermak quicker because there are fewer vacancies; after they work at Cermak for six (6) months, they can transfer out to another position in CCHHS. Director Collens inquired regarding the vacancy rate at Cermak, as compared to the rest of CCHHS. Ms. Lopez responded that she will provide that information.

With regard to the subject of candidates using Cermak as a gateway to other positions in the System, Ms. Lopez stated that the CBA contains a provision that allows the transfer to another position in CCHHS after six (6) months. During negotiations, the administration reached out to representatives of the National Nurses Organizing Committee (NNOC) to see if an agreement could be reached to have nurses stay at Cermak for at least one (1) year before they transfer; NNOC was not willing to sign off on that change. Dr. John Jay Shannon, Chief Executive Officer, stated that, on one hand, when recruiting for positions at Cermak, it would be ideal if the administration could find candidates who had a burning passion to work with correctional populations; efforts are made to identify candidates with that mission alignment. On the other hand, he wants this to be an organization that fosters opportunities for professional development for anybody within the System.

III. Report from Chief of Human Resources (continued)

Director Collens inquired whether a premium is paid to nurses who work at Cermak. Ms. Lopez responded that an extra dollar per hour was negotiated; that increase will go into effect with the new contract. Lilianna Kalin, Labor/Employment Counsel, provided additional information regarding the negotiations. She stated that higher numbers were discussed with the union, but for budgetary reasons it was left at that amount. In preparation for negotiations for the next contract, staff are now gathering proposals from management and meeting with them to discuss what would be the best, most effective CBAs for the operational issues that exist. Director Collens stated that he hopes further thought will be given to negotiating a higher premium for the nurses that work at Cermak.

Carrie Pramuk-Volk, Employment Plan Officer, presented the September 2015 Semi-Annual Report on the Employment Plan (Attachment #2). The Committee reviewed and discussed the information.

During the review of the Report on the Employment Plan, Ms. Pramuk-Volk stated that, after the initial training of employees for the Employment Plan, should any employees have questions, they can reach out to her or to a staff member of the Human Resources Department. The initial training is face-to-face; subsequent annual training is expected to take place electronically. Once the initial training of all employees has taken place, Ms. Pramuk-Volk will be working on implementing additional processes relating to the Plan. In response to a question from Chairman Wiese regarding metrics for her area, she stated that she is currently working to develop those. She indicated that there are additional amendments to the Employment Plan currently being drafted, regarding the development of policies and procedures around discipline, transfers, reclassifications, promotions and overtime, as well as those to help streamline the hiring process, as well.

IV. Action Items

A. Minutes of the Human Resources Committee Meeting of September 16, 2015

Chairman Wiese, seconded by Director Collens, moved to accept the minutes of the meeting of the Human Resources Committee of September 16, 2015. THE MOTION CARRIED UNANIMOUSLY.

B. Proposed Collective Bargaining Agreement-related matters – approval of (Attachment #3):

Action on the items included under Section IV(B) took place following the adjournment of the closed meeting.

i. Negotiated wages and healthcare changes for:

- Illinois Fraternal Order of Police (FOP), representing Oak Forest Health Facilities Public Safety Officers (HS1)

Chairman Wiese, seconded by Director Collens, moved to approve the negotiated wages and healthcare changes with Illinois FOP, representing Oak Forest Health Facilities Public Safety Officers. THE MOTION CARRIED UNANIMOUSLY.

IV. Action Items

B. Proposed Collective Bargaining Agreement-related matters – approval of (continued)

ii. Collective Bargaining Agreements for:

- Cook County Pharmacy Association, Chicago Joint Board, Retail, Wholesale & Department Store Union (RWDSU) Local 200, representing Cook County Health Facilities Administrative Assistant III's and IV's, Talent Management Assistant, Talent Management Specialist, Human Resource Specialist and Recruitment and Selection Analyst

Chairman Wiese, seconded by Director Collens, moved to approve the Collective Bargaining Agreement with the Cook County Pharmacy Association, Chicago Joint Board, Retail, Wholesale & Department Store Union (RWDSU) Local 200, representing Cook County Health Facilities Administrative Assistant III's and IV's, Talent Management Assistant, Talent Management Specialist, Human Resource Specialist and Recruitment and Selection Analyst. THE MOTION CARRIED UNANIMOUSLY.

- International Brotherhood of Teamsters Local 700 representing Oak Forest Health Facilities Public Safety Officers II and Investigators II

Chairman Wiese, seconded by Director Collens, moved to approve the Collective Bargaining Agreements with the International Brotherhood of Teamsters Local 700 representing Oak Forest Health Facilities Public Safety Officers II and Investigators II. THE MOTION CARRIED UNANIMOUSLY.

iii. Prevailing Wage Rates for:

- Coalition of Unionized Public Employees (C.O.U.P.E.) Trades, for Sign Painter Shopman positions

Chairman Wiese, seconded by Director Collens, moved to approve the Prevailing Wage Rates for the C.O.U.P.E. Trades for Sign Painter Shopman positions. THE MOTION CARRIED UNANIMOUSLY.

C. Any items listed under Sections IV and V

V. Closed Meeting Items

- A. Report from Chief of Human Resources**
- B. Collective Bargaining Agreement-related matters (see Item IV(B))**
- C. Discussion of personnel matters**
- D. Update on labor negotiations**
- E. Discussion of litigation matters**

V. Closed Meeting Items (continued)

Chairman Wiese, seconded by Director Collens, moved to recess the open meeting and convene into a closed meeting, pursuant to the following exceptions to the Illinois Open Meetings Act: 5 ILCS 120/2(c)(1), regarding “the appointment, employment, compensation, discipline, performance, or dismissal of specific employees of the public body or legal counsel for the public body, including hearing testimony on a complaint lodged against an employee of the public body or against legal counsel for the public body to determine its validity,” 5 ILCS 120/2(c)(2), regarding “collective negotiating matters between the public body and its employees or their representatives, or deliberations concerning salary schedules for one or more classes of employees,” and 5 ILCS 120/2(c)(11), regarding “litigation, when an action against, affecting or on behalf of the particular body has been filed and is pending before a court or administrative tribunal, or when the public body finds that an action is probable or imminent, in which case the basis for the finding shall be recorded and entered into the minutes of the closed meeting.” THE MOTION CARRIED UNANIMOUSLY and the Committee recessed into a closed meeting.

Chairman Wiese, seconded by Director Collens, moved to adjourn the closed meeting. THE MOTION CARRIED UNANIMOUSLY and the Committee reconvened the open meeting.

Action was taken on the Collective Bargaining Agreement-related matters under Item IV(B) following the adjournment of the closed meeting.

VI. Adjourn

As the agenda was exhausted, Chairman Wiese declared that the meeting was ADJOURNED.

Respectfully submitted,
Human Resources Committee of the
Board of Directors of the
Cook County Health and Hospitals System

XXXXXXXXXXXXXXXXXXXXXXXXXXXX
Dorene P. Wiese, Chairman

Attest:

XXXXXXXXXXXXXXXXXXXXXXXXXXXX
Deborah Santana, Secretary

Cook County Health and Hospitals System
Human Resources Committee Meeting Minutes
October 23, 2015

ATTACHMENT #1



COOK COUNTY HEALTH & HOSPITALS SYSTEM

Human Resource Committee

Gladys Lopez, Chief of Human Resources

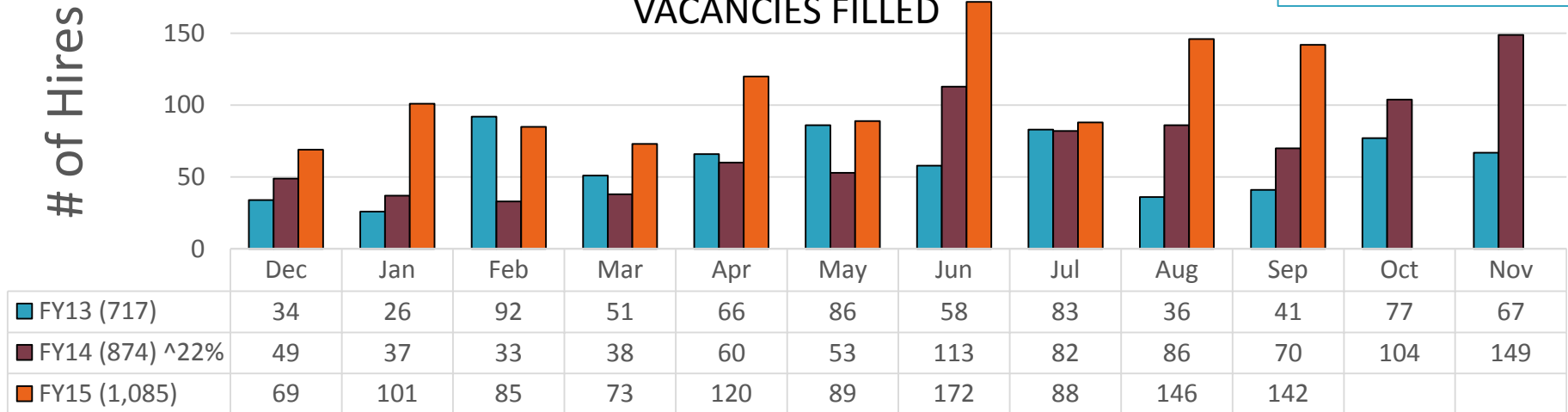
October 23, 2015



Comparison of Vacancies Filled

September comparison
FY13 573
FY14 621
FY15 1,085-Thru 09/30/15 ↑ 75%

FY15 Hires: Comparison of FY13, FY14 to FY15 (thru 09/30/15)
VACANCIES FILLED



- Monthly average fill to date FY14: 62.0 / FY15: 108.5

FY15 Vacancies Filled by Job Function / Open Positions

Job Function	FY14 YTD Thru September 2014	² FY15 PIDs	FY15 YTD Thru September 2015	FY15 RTHs in Process (As of 9/30/15)	FY14 / FY15 Variance
Finance	1	152	94	¹ 58	↑ 93
HIS	2	19	14	5	↑ 12
Licensed Practice Nurses	17	21	16	5	↓ -1
Nursing (CNI, CNII, APN, Nurse Coordinator, Clinician)	228	476	352	124	↑ 124
Pharmacy	38	65	56	9	↑ 18
Physicians	78	145	75	70	↓ -3
Other	257	673	478	195	↑ 221
Total	621	1,551	1,085	² 466	↑ 464

¹ Medicaid eligibility insourcing

² Fluctuates month to month based on vacancies filled, hires and new requisitions received.



FY15 Finance Sub Activity

System Finance

Business Office
Supervisor (1)
Director of Financial
Control III (1)

Revenue Cycle

Call Center Customer Service:
Representative (32)
Trainer (1)
Analyst (1)
Supervisor (1)
Director of Revenue Cycle (1)
Systems Manager HIM, Medical
Records & Coding (1)

Cashier

Business
Manager III (2)

Outpatient-MANG

Caseworker
[Mang Unit] (32)

PFS Customer Service Unit

Cash Application
Representative(2)
Third Party Billing &
Follow up (7)

Finance Administration

Director of Finance (1)
Director of Financial
Control II (1)
Director of Health
Information
Management (1)

Access Referrals Scheduling

Clerk V (2)

Revenue Cycle Patient Financial Services

Customer Service / Self
Pay Representative (2)

Admissions

Clerk V (3)

Managed Care

Financial Analyst (2)

Total Filled: 94

Page 9 of 10 **Total In Process: 58**



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Internal & External Vacancies Filled

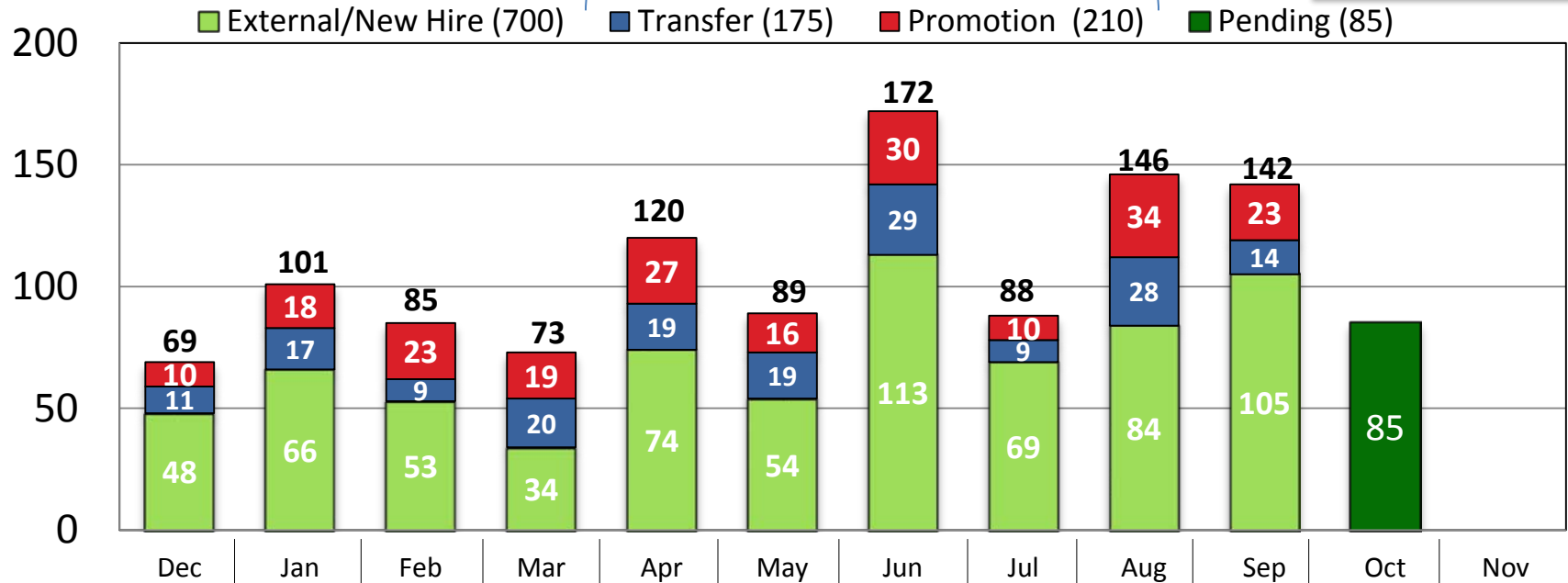
FY15 Vacancies Filled through 09/30/15 by Hiring Source (1085)

(385)

Net New = 240

Separations (460)

External Hires (700)



Total CCHHS Vacant Positions	1,084	1,018	1,066	1,108	1,064	1,048	1,018	999	997	804		
¹ Total RTHs In HR	913	744	734	830	844	844	753	684	704	466		
² Positions in Development	171	274	332	278	220	204	265	315	298	384		
External Vacancies Filled	48	66	53	34	74	54	113	69	84	105		

¹ Fluctuation is based on new RTHs received and a Department decision to hold or re-class a PID.

²Positions to support strategic initiatives, such as re-organizations

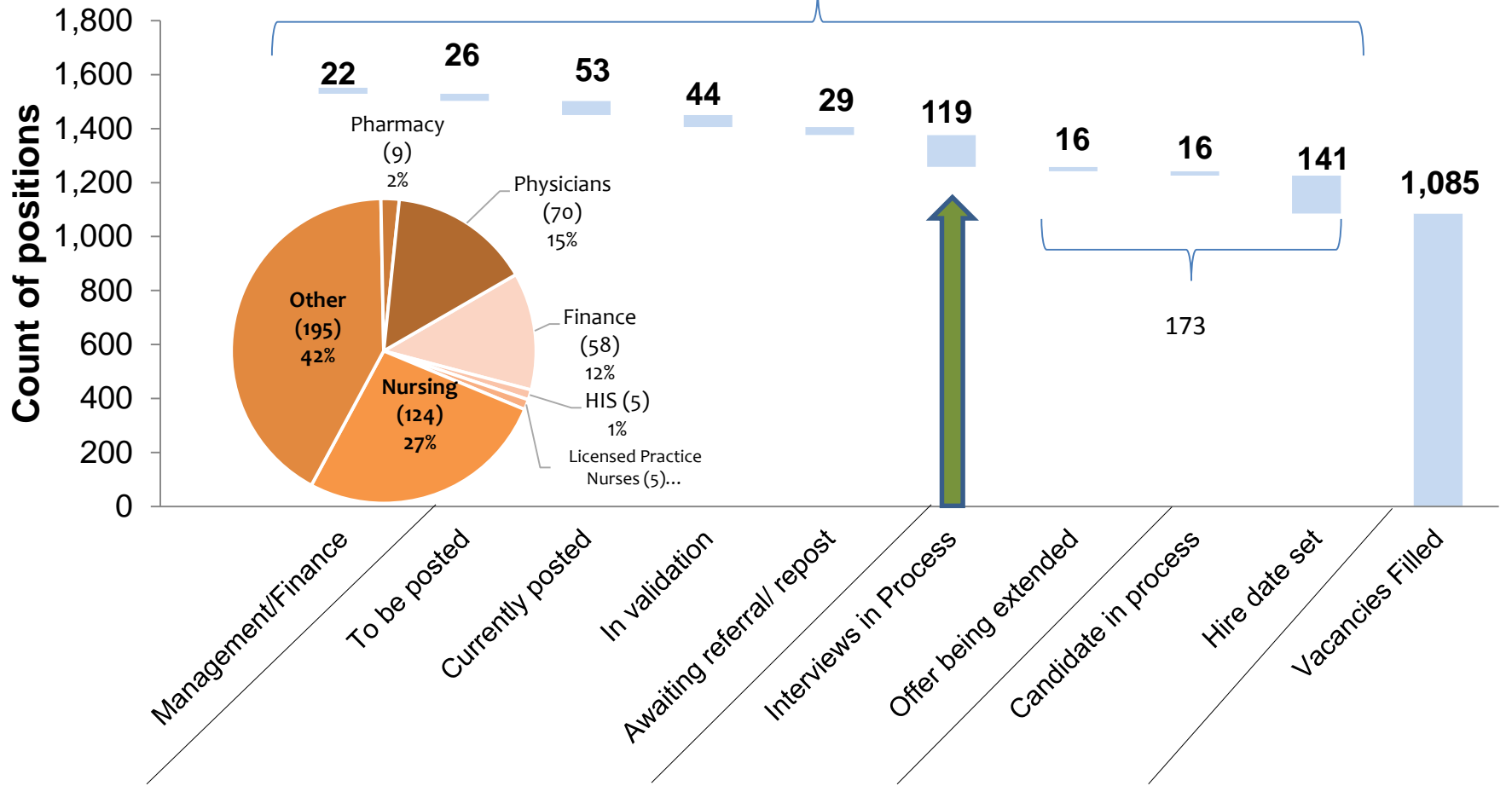


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Hiring Waterfall & Snapshot (09/30/15)

466 Positions in process



Shared Responsibility	Human Resources	Management	Human Resources	Management Human Resources
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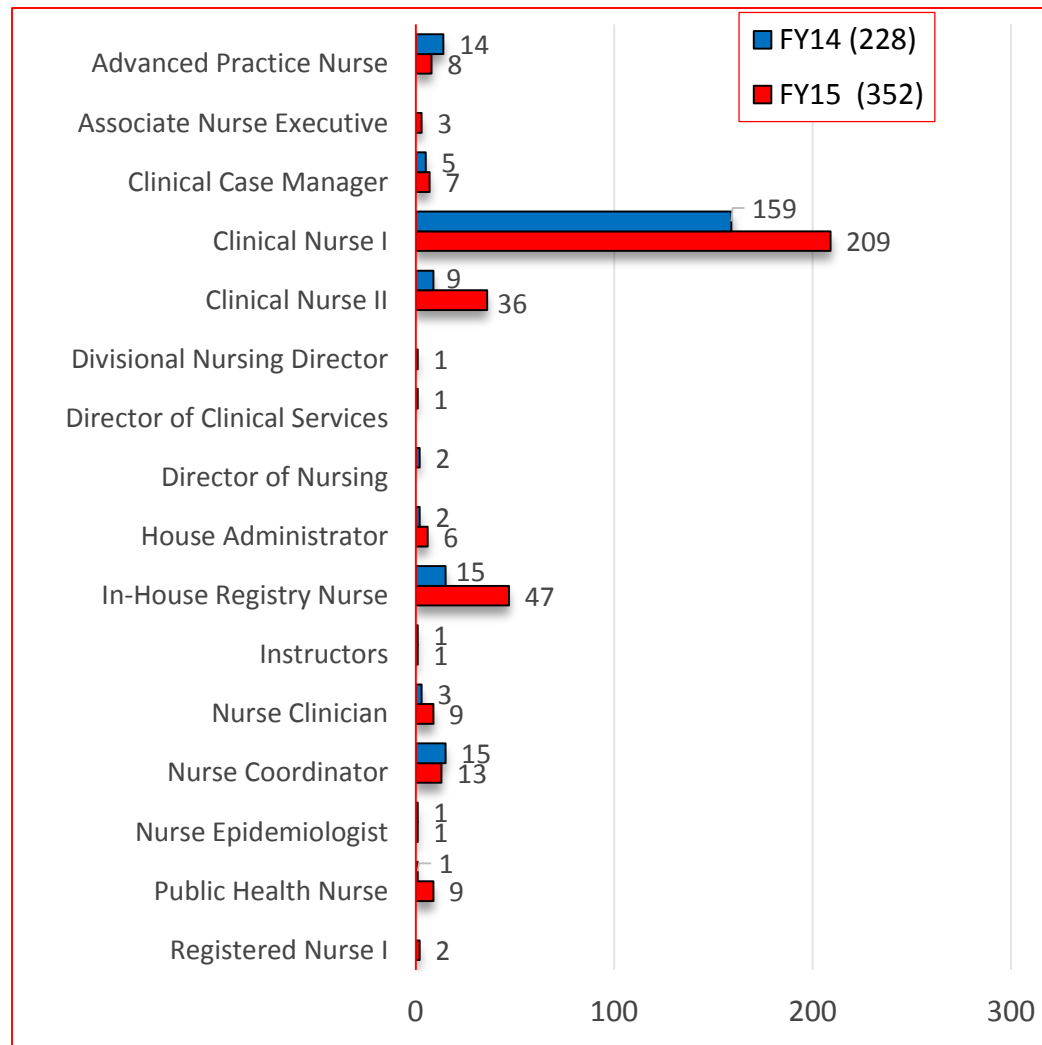
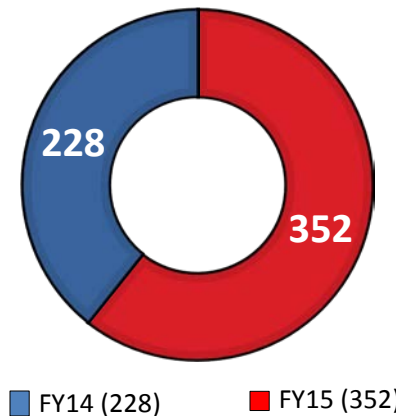
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Licensed Nurse Vacancies Filled (thru 09/30/15)

Comparison of Nursing Vacancies Filled – FY14 to FY15 Year-to-Date

Year To Date (Thru 09/30/15)	FY14	FY15	% Var
TOTAL NEW HIRES	132	193	↑ 46%
TOTAL TRANSFERS	72	89	↑ 24%
TOTAL PROMOTIONS	24	70	↑ 192%
TOTAL VACANCIES FILLED	228	*352	↑ 54%

YEAR TO DATE HIRES (FY14 VS. FY15)



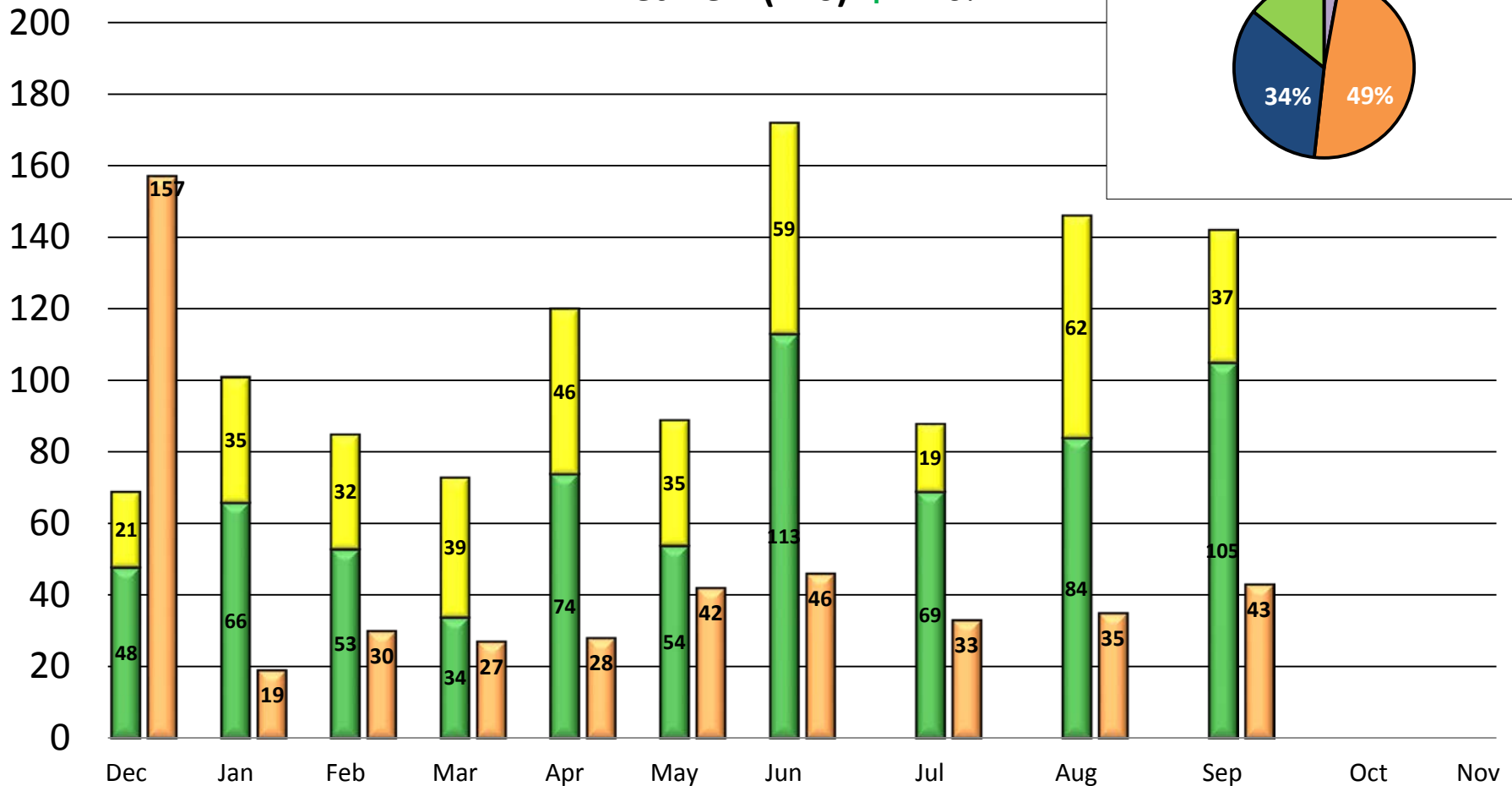
*Thru 09/30/15 Separations (113) & External Hires (193) = 80 Net New RNs
Thru 09/30/14 Separations (106) & External Hires (132) = 26 Net New RNs



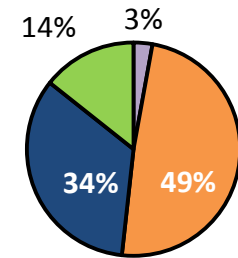
FY15 Separations and Hires

FY15 Separations (460) & External Hires (700)

Net New (240) ↑ *26%



Deceased 13 Retirement 222
Resignation 154 Discharged 65



Separations by Month

FY14 36 avg./month
FY15 46 avg./month

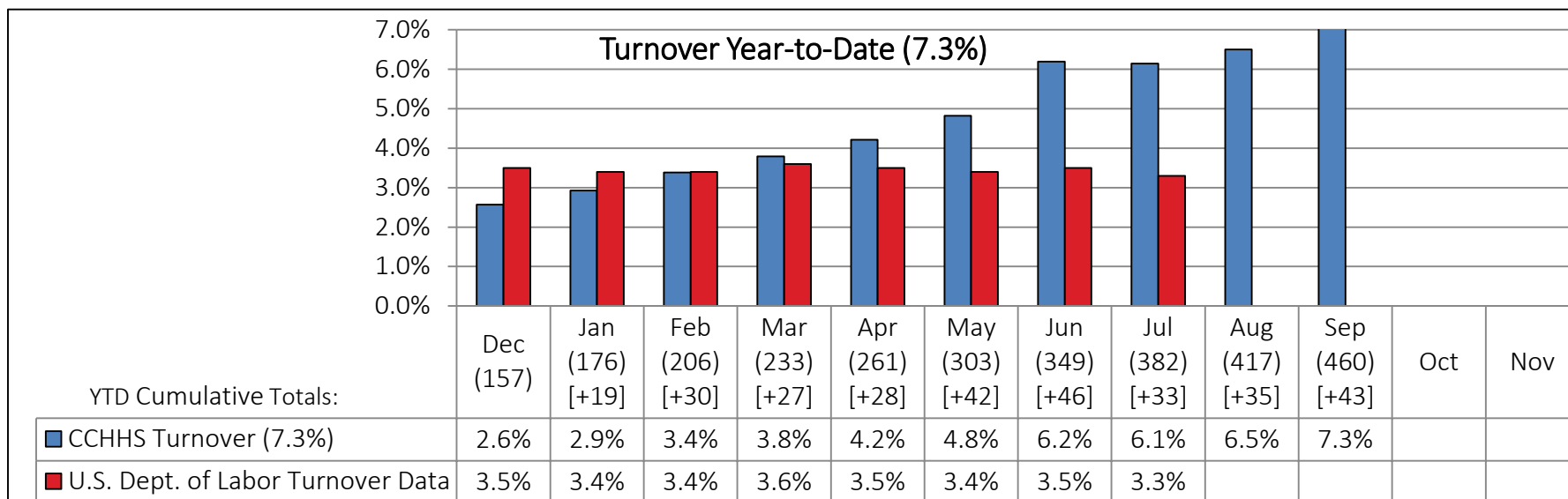
FY15 External Hires (700)

FY15 Internal Candidates (385)



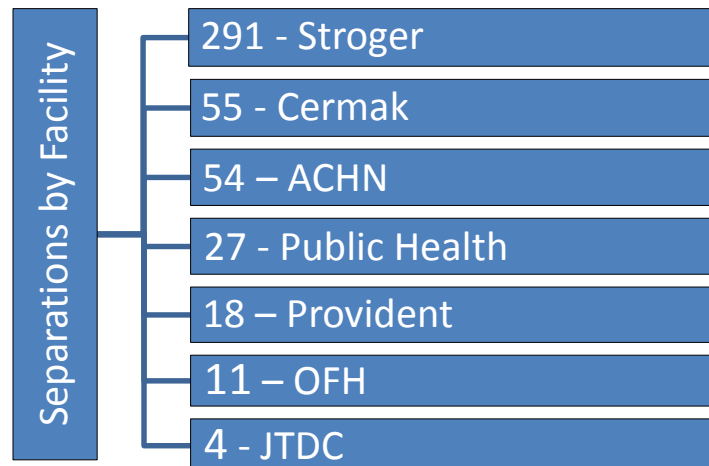
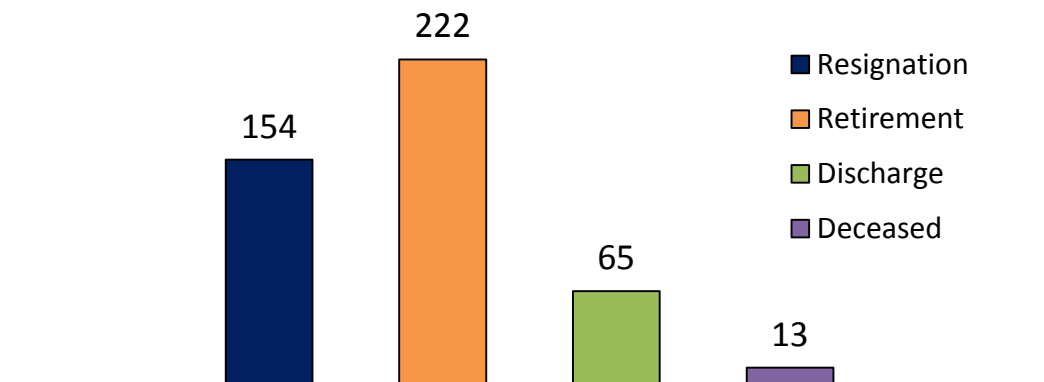
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CCHHS Turnover thru 09/30/15



FY14 CCHHS Turnover (7.6%)

Separations Year-to-Date (454)



Turnover Benchmarks	Hospital Turnover	Nursing Turnover
FY15 St. Anthony Hospital	8%	10%
FY14 Nursing Solutions, Inc.	17.2%	16.4%

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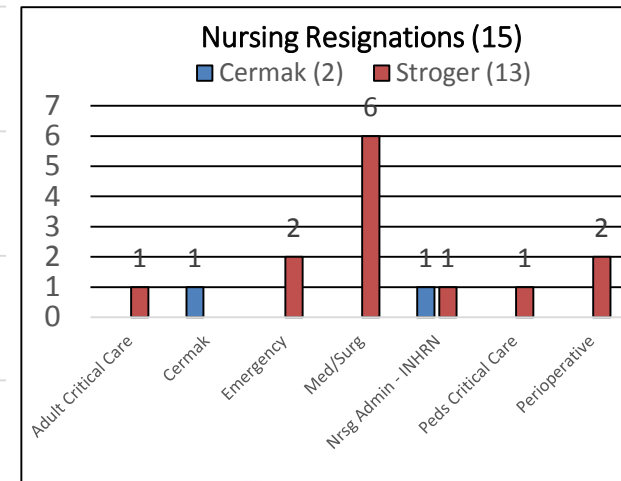
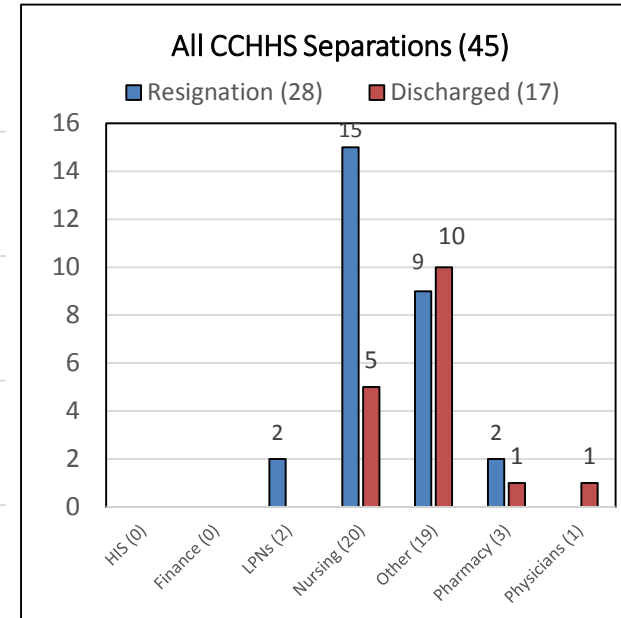
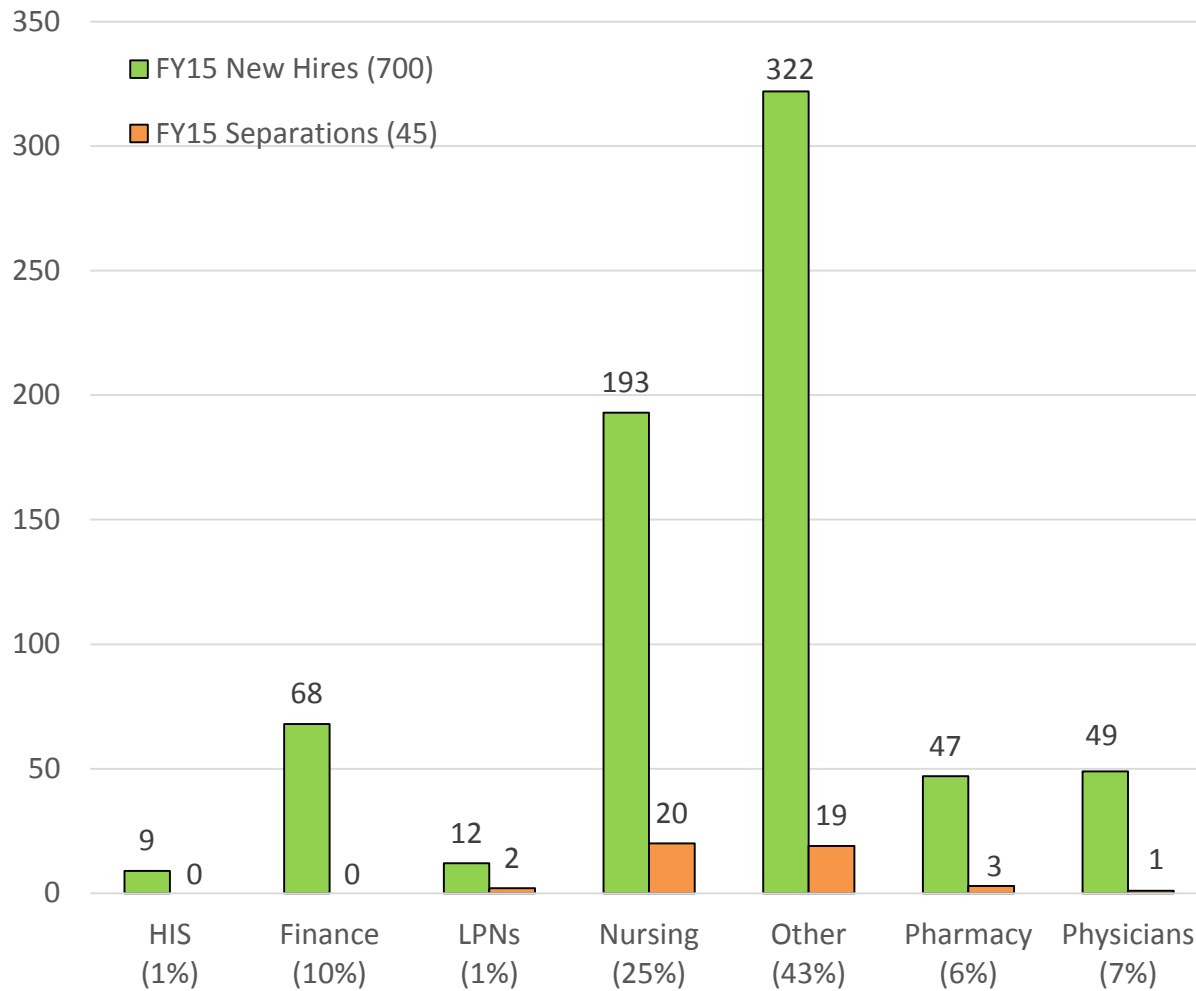
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CCHHS FY15 Turnover by New Hires

Retention Rate – 94%

Turnover of FY15 New Hires - 6%



*Thru 09/30/14 Separations (27) & New Hires (371) = 93% Retention Rate / 7% Turnover



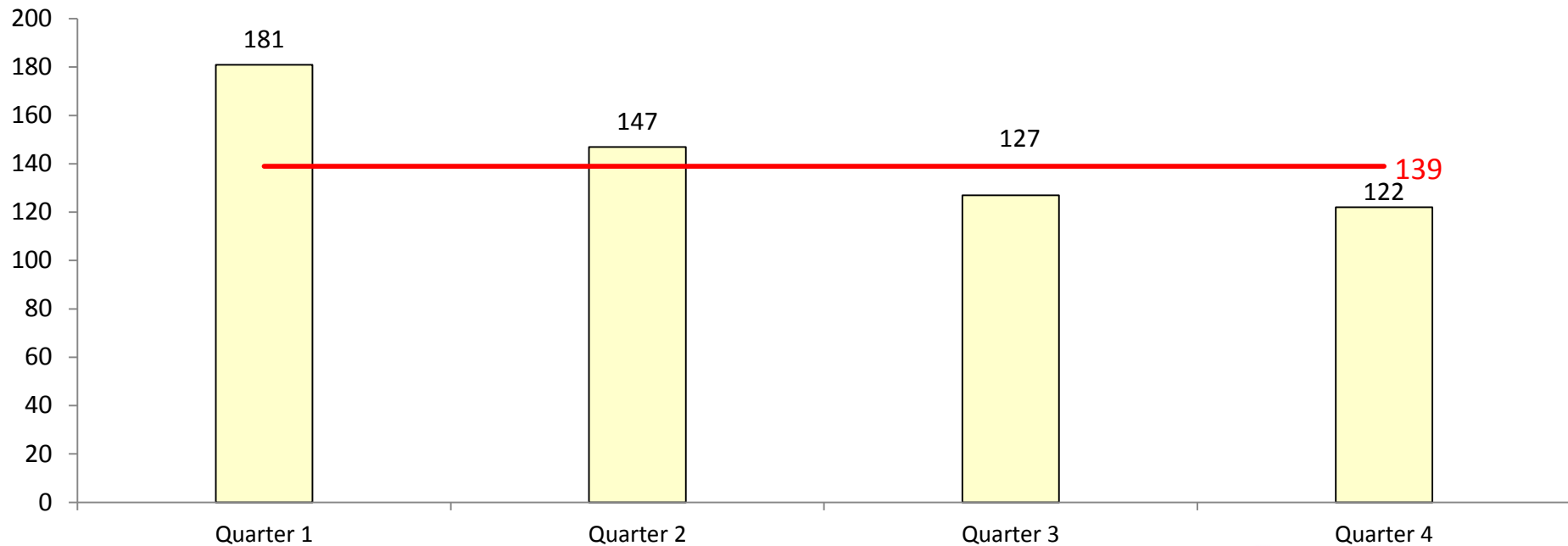
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FY15 HR Goal: Improve/Reduce Average Time to Hire

FY15 Goals:	2014	2015	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	YTD	YTD
	Actual	Target	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Avg	Variance
Average Days to Hire	203	139	209	151	195	168	151	125	127	124	114	122	142	2%

Average Days to Hire (Month)
 Target (139)



Data thru 09/30/15



Second Semi-Annual Employment Plan Report Summary

- On 09/15/15 the second semi-annual report was sent to:
 - Dr. Shannon
 - The Compliance Administrator
 - The Office of the Independent Inspector General of Cook County
- Employment Plan Office includes a staff of 4
 - Employment Plan Officer
 - 3 Employment Plan Analysts
- The report focused on 4 topics:
 - An update on the status of training efforts of all CCHHS staff on the Employment Plan
 - Information on the monitoring efforts of the Employment Plan Team
 - Information regarding investigations
 - Continuing work underway so that CCHHS can attain substantial compliance

Second Semi-Annual Employment Plan Report

- Training update:
 - 100% of HR staff trained
 - 94% of current staff trained
 - Total of 206 face to face trainings between January & August of 2015
- Monitoring update: Of monitored phases of hiring, the following was observed:
 - Approximately 10% of Posting Notices reviewed had an identified error
 - Approximately 1/3 of the validations monitored elicited a question or concern
 - Approximately ½ of the interviews monitored demonstrated an error or concern
 - Less than 10% of monitored selection meetings presented a concern
 - Most Decision To Hire packets reviewed contained some type of error – many easily corrected with a little follow up

Second Semi-Annual Employment Plan Report

- Investigations: 29 investigations started since March 1, 2015.
 - Triggers for investigations:
 - Monitoring by EPO staff or CA monitors
 - Observations or identification of concerns by HR
 - Complainants (applicants, candidates, hiring managers, panelists, supervisors)
 - Common topics:
 - Validation of application concerns
 - Interview & Selection process concerns
 - Changes to the job description to fit a particular applicant
 - HR works to correct simple violations immediately such as lack of notice of interviews, failure to conduct an interview or failure to use approved questions
- Amendments to the Employment Plan underway: drafting the Policies and Procedures Manual

Cook County Health and Hospitals System
Human Resources Committee Meeting Minutes
October 23, 2015

ATTACHMENT #2

COOK COUNTY HEALTH & HOSPITALS SYSTEM

Toni Preckwinkle
President
Cook County Board of Commissioners
John Jay Shannon, MD
Chief Executive Officer
Cook County Health & Hospitals System



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Cook County Health & Hospitals System Board Members

M. Hill Hammock • Chairman
Commissioner Jerry Butler • Vice Chairman
Lewis Collens
Ric Estrada
Ada Mary Gugenheim
Emilie N. Junge
Wayne M. Lerner, DPH, FACHE
Erica E. Marsh, MD MSCI
Carmen Velasquez
Dorene P. Wiese, EdD

September 15, 2015

Dr. John Jay Shannon
Chief Executive Officer
Cook County Health & Hospitals System
1900 W. Polk Street, Suite 220
Chicago, Illinois 60612

Mr. Patrick M. Blanchard
Independent Inspector General
69 W. Washington
Suite 1160
Chicago, Illinois 60602

Ms. Mary T. Robinson
Compliance Administrator
69 W. Washington, Suite 840
Chicago, Illinois 60602

Semi-Annual Report September 2015

Dear Dr. Shannon, Inspector General Blanchard and Ms. Robinson:

This is the second semi-annual report issued pursuant to Section IV.C.2. of the Employment Plan (Plan) filed on October 23, 2014 on the heels of the Plan's anniversary. This report will cover the six (6) month period from March 1 through August 31, 2015, describing any auditing activities, violations of the Plan, recommended remedial actions and corrective action by Cook County Health and Hospitals System (CCHHS) when necessary and as appropriate. Due to the nature of activity during the past six months, this report will focus on staff training activities and touch on some of the trends or recurring issues identified through the minimal monitoring during this time period. In addition, several investigations were started and/or completed during this time frame with reports pending.

EMPLOYMENT PLAN STAFF

Much of the activity reported here, particularly the training efforts, would not have been possible without the addition of initially two employees in March, then a third in June, to my team. Dr. Shannon believed it was important to provide me with staff to sufficiently oversee and execute the provisions of the Plan for an organization of this size. Each of my Employment Plan Analysts as legal training along with significant group training and investigative experience to draw from as they assist me in my monitoring, training, auditing and investigating duties. Although this summer the focus was on training, they will begin to engage in more of the auditing and investigative/reporting functions required by my office.

TRAINING

My first semi-annual report explained that I would roll out face to face training in three (3) phases: Human Resource (HR) training which consists of a three (3) part series totaling approximately eight (8) hours of training; Supervisor/Interviewer training which consists of a two (2) part series totaling approximately 3.5 hours of training; and the Employee training which has a compliance piece as well as an overview of the hiring process as required by the Plan that lasts approximately one (1) hour. In total, there were 206 face to face training session held between March and August.

HR remains 100% in compliance with the training mandate of the Plan which includes a requirement that each HR employee receive training within 90 days from his/her start date. During this reporting period, I conducted four (4) face to face HR training sessions over a period of seven (7) days for new employees and contractors in HR.

Interviewer/Supervisor training is a constant, ongoing effort as new supervisors or interviewers are identified, hired, or promoted into non-union positions which require them to participate in the hiring process. I have personally trained 492 employees to be eligible to make decisions in the hiring process since last autumn, several of which no longer work for CCHHS. During this reporting period, I conducted a total of 24 face to face Supervisor/Interviewer training sessions, with two sessions scheduled for each month to capture newly hired, promoted or transferred employees who are now eligible for this training.

In addition to the continued efforts to conduct face to face trainings for HR and Supervising/Interviewing employees, in May, I rolled out a massive training effort to ensure that all CCHHS employees received training as required by the Plan. This training consisted of compliance training (information about the Shakman Consent Decrees, Cook County Ordinances requiring mandatory reporting of suspected or identified unlawful political discrimination and political contacts) as well as an overview of what is required of HR, my office, and all staff, applicants and candidates during the hiring process. Between mid-May and mid-August, my office trained approximately 5,500 employees during 150 face to face training sessions held at all three of the main CCHHS campuses (Stroger Hospital/Main, Provident Hospital, and Oak Forest Health Center) on all three shifts (day, evening and night). In addition to the three main campus training sessions, my staff and I traveled to many of the CCHHS ambulatory (ACHN) clinics throughout Cook County to train staff face to face to ensure a minimal disruption to patient care. As of August 31, 2015, 94% of the over 6,200 CCHHS staff had completed training with additional trainings scheduled each month to capture new employees. This monumental achievement would not have been possible without the direct support of Dr. Shannon, HR (by providing administrative support at the beginning of the training roll out), and the Department Heads – who played roulette with the schedules in order to accommodate this training effort.

Future State

Although this training initiative was monumental due to the immediacy of needing the employees trained, I am pleased with the results of the face to face trainings. This training method was (and remains) important to ensure accurate understanding of the massive changes and cultural shift that the Plan requires, as well as to more efficiently address the many questions and concerns that implementing significant hiring policy changes trigger for both the staff who may move through a hiring process, as well as the supervisors and interviewers that have to implement the procedures. For the employees unfamiliar with past Cook County hiring practices, it is important to explain in person why such regulation and detailed procedures are necessary. There were some employees not very receptive to the information about the Plan requirements, but the vast majority of employees, staff and supervisor alike, were grateful for the

structure, able to applaud the subtle and not so subtle changes in HR and in hiring new or former employees, and generally pleased with the progress CCHHS has made since the *Shakman* litigation began in 1969 often sharing direct experiences which reinforced the development of some Plan provisions.

During the next reporting period, there will be several additional training initiatives to work on and implement. Those include training all Supervisors on the Policies and Procedures Manual currently under development which will non-hiring employment actions such as discipline, overtime, transfers and interim assignments; continuing face to face trainings for all new employees on the Plan; and working with Corporate Compliance to integrate the Plan training into the developing Learning Management System (LMS). By integrating and utilizing the LMS, my office will more easily schedule, track and monitor compliance with the training requirements of the Plan by allowing easier access to the managers and employees to training schedules. The LMS will allow for more efficient tracking of employee compliance with the training.

The final training initiative to begin during the next reporting period is to create online training modules to meet the annual training requirements of the Plan. By incorporating the annual Plan training with CCHHS annual training modules, we can minimize patient care disruption and allow for easy access to the training materials. The current goal is to implement the online annual Plan training in autumn of 2016.

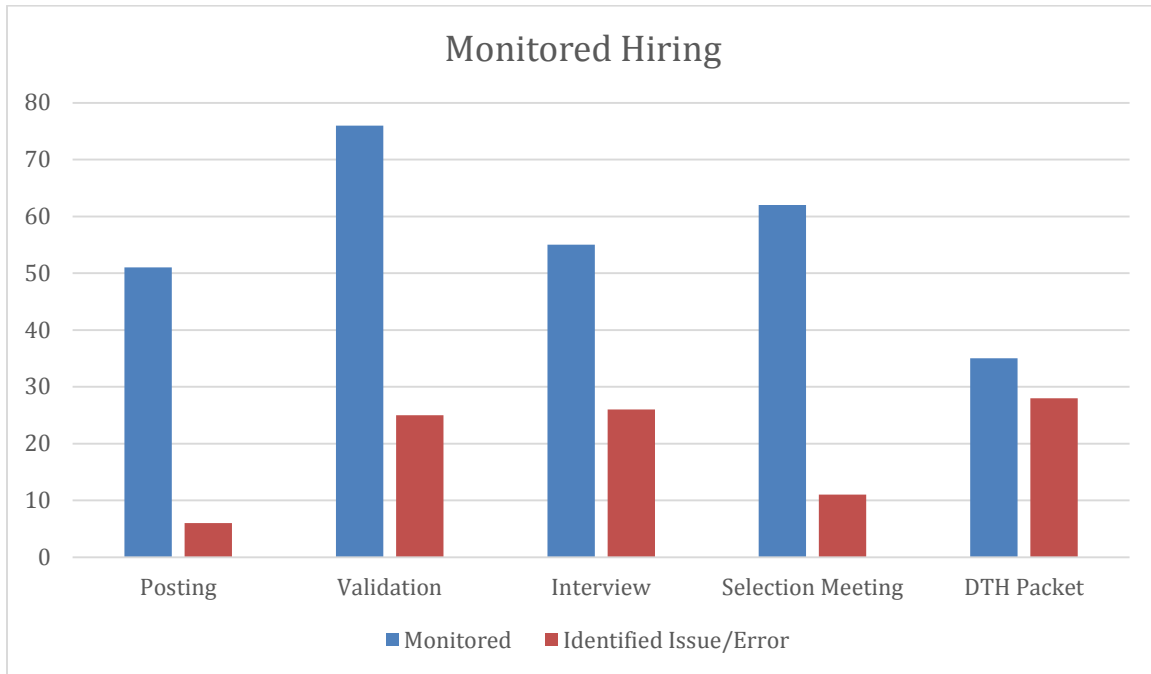
MONITORING/AUDITING ACTIVITIES

Due to the massive training initiative implemented this past spring and summer, I took a slight step back from many monitoring efforts. It was important to sacrifice active monitoring for training, because ensuring the staff was educated on the Plan and its provisions was considerably more important. My staff and I believe we have provided a solid foundation from which HR will now be able to efficiently implement many of the Plan provisions over which HR did not have direct control when initially implementing the Plan in October and more fully in February as described in my first report.

My first report identified that HR was implementing many of the Plan provisions of which it has control. This included notification to the Compliance Administrator (CA) of posted requisitions, validations, upcoming interviews, meetings and selections, as well as hiring process results in the form of Decision to Hire (DTH) packet. Initially, several provisions were not rolled out such as Veteran's Preference during application validation, Internal Candidate Preference for non-union positions, validating discipline for current or former employees, utilization of an Ineligible for Hire list, and a slow roll out of the Actively Recruited Positions process. HR has since rolled out Veteran's Preference during application validation (June 2, 2015), and fully rolled out the Actively Recruited Positions process for all eligible positions (end of August 2015). CCHHS is much closer to implementing the Ineligible for Hire list and the Internal Candidate Preference for non-union positions, but significant work is still needed before CCHHS can fully implement the discipline validation provisions of the Plan.

The CA continues to monitor CCHHS' efforts to implement and consistently adhere to the Plan provisions and guidelines. However, my staff has also done a fair share of monitoring in spite of the significant amount of time spent training. This was due to my belief that training not only occurs during a scheduled training session, but also in real time while the procedures are occurring within HR and the departments. I have broken down the amount of monitoring my staff has accomplished during this reporting period, and I will supplement with some examples of common practices, mistakes, or issues that arose during our monitoring efforts. I anticipate a more robust accounting of monitoring activities in my next report.

During the last six months, my staff has monitored 51 posted requisitions (“postings”), 76 validations which include randomizations and Applicant Review Panel (ARP) meetings, 55 interview processes, 62 selection meetings, and reviewed or audited 35 DTH packets. The graph below identifies the ratio of concerns or errors that may have been identified during each process. Whenever a concern, issue or error was identified, if feedback and/or redirection was not given immediately to the employee, it was often communicated shortly thereafter by telephone conversation, email or visit by me.



Posting

As the graph indicates, there were not a significant number of errors identified when simply reviewing posting language. Many of the identified errors stemmed from inaccurately transferring the minimum qualifications listed in the job description onto the posted requisition. Another frequent error was the listed minimum qualifications did not match the prescreening questions that the applicants must answer to move forward in the process. In one case when this occurred, the inaccurate significantly altered the applicant pool because it required the applicants to have a certification that was not actually necessary for the position. Another common result with this error was that the posting allowed for more applicants to make it through to the validation process, thus not actually impacting the applicant pool. The safeguard of the validation process and requiring that applications be reviewed by HR prior to moving a candidate forward to interview ensures that the correct minimum qualifications were screened. In each of these examples, as soon as the recruitment team was alerted to the error, we were able to determine the best course. Often, the best course of action required a re-posting of the position for public solicitation of applications to ensure the integrity of the Plan. And sometimes, we all agreed that the validation process was able to cure the defect. In all of the communications with HR with these issues, the HR employees were very receptive to the information and in formulating corrective action.

Validation

The graph identifies that approximately one third (1/3) of the monitored validations had some concern, error, or question that arose. Whenever there is a question about why an applicant was made eligible or ineligible, or how a specific minimum qualification was assessed, the recruitment team member overseeing that process was cooperative with my inquiry. A few examples of issues observed: applicants moving forward in the process did not meet the minimum qualifications; HR failed to carry over applicants from the internal application period to the external application period; and applicants validated out of the seniority order. The Plan allows for me to make recommendations which modify the final interview lists based on my review as long as I put those recommendations in writing. Each time I recommended that an applicant be removed from an interview list or added to an interview list, HR was receptive and complied with that recommendation. However, in some cases, after further discussion of the application review concerns, deference was given to the recruitment team when their determinations were reasonable and in line with accepted practices.

I mentioned in the preceding paragraph that sometimes HR failed to carry over applicants from the internal application period to the external application period. This would occur when a position needed to be posted publicly, but only internal applications were accepted for a period of time in accordance with a Collective Bargaining Agreement (CBA). During this “internal” posting period, often external applicants would apply to the position, because our system does not allow us to filter out external applicants efficiently. As a practice and internal policy, HR does not automatically disqualify those external applicants who applied during the wrong posting period, but will leave their applications in an available status to allow for review once the external posting period has begun. There are several technical (I.T.) related reasons that this may occur, but when they are identified by my team, HR quickly corrects the error and validates the applicants as required by the Plan.

Interview

Approximately half of the interviews monitored identified some error or concern about how the process was implemented. In each case that a concern was observed, my analyst would either immediately work with the interviewing panel to correct the error or concern, or bring the matter to me so that I could work with the panel or work with HR on correcting the panel behavior. Monitoring the interviews and selection meetings is an additional training avenue that we hope to utilize more often as it yields very immediate and lasting results when corrections to the implementation of the interview process is necessary. The most common concern identified during the interviewing process by my team was that panelists were rephrasing the interview questions. The Plan requires that the interview panel ask each candidate the same, HR approved interview questions during the course of that interview process. If questions are rephrased, it can alter the meaning of the question, thus presenting information that cannot be compared to other candidates’ responses or equally assess a particular qualification. The Supervisor/Interview training session focuses heavily on the interviews and interview questions. So, although follow up questions are highly encouraged, rephrasing or altering interview questions is prohibited.

When such interview question rephrasing occurs, this usually merits a follow up during another hiring process or set of interviews to ensure that the issue does not persist. My staff and I have observed that once this issue is identified in an active interview process instead of a training session, it is more easily understood and results in changed behavior. For the most part, the interview panelists are very receptive to the feedback and correct the errors in the future. There are even some hiring managers and panelists that request the presence of my staff or I to attend the interview in order to give feedback and assist them through a process that is often significantly different from what they are accustomed.

Selection Meeting

When my staff and I attend selection meetings, we usually assist the department in working through the steps of the new process. There is a lot of paperwork that goes into the selection process, and we provide guidance when in attendance, often solicited, sometimes not solicited but necessary to ensure proper implementation of the Plan. Proper notice is one of the biggest issues we run into during selection meetings, the second most frequent problem is that the panel will forget to take notes as required about the selection meeting. HR assists me and my staff in reinforcing both the notice requirements (48 hour advance notice of any selection meeting) as well as following up with the departments about a lack of selection notes to support the decision made. In fact, HR catches many of these concerns prior to review by my office, and if notes were not taken during the selection meeting, the recruitment team will have the hiring manager or lead panelist prepare a summary memorandum to assist in explaining the results of the selection. The corrective action taken when appropriate notice was not taken is often a detailed review of the entire process by my office, but once in a while it will result in scheduling a second selection meeting to ensure that the results of the interview and selection process are accurately recorded.

DTH Packet

DTH packet review often leads to identifying some paperwork that was inadvertently omitted, signatures forgotten, additional explanation or clarification about the results, and once in a while, concerns with the job description and posting arise at this stage. It is not surprising that as HR and the departments become accustomed to the new processes and significant amount of new paperwork that errors or missing information will be found upon final review. These are usually easily and quickly corrected by discussion between HR and the department, or less common, me and the department. However, when I do get involved in following up with the department about missing information or needed corrections, they are cooperative and usually learn from the feedback given. I view this as another training opportunity for the time being, though as the Plan is more frequently implemented by all of the departments, I will expect that these errors become less frequent.

When concerns with the job description and posting language are identified at this stage of the process, I work with not only the recruitment team but also the compensation and classification team which is tasked with creating and revising the job descriptions. In a few instances, concerns about the wrong minimum qualifications appearing the posting language resulted in the position needed to be reposted to ensure that the Plan was followed, any applicable CBA was followed, and that the correct applicant pool was moved through the process.

I expect that as my staff begins to increase monitoring activity over the next reporting period, we will continue to see significant improvement in the implementation of the Plan processes as well as the continued increase in collaborative efforts between HR and the Departments which will result in problem solving of issues or concerns prior to any Plan violations occurring. Between March and August, I have already seen an increase in communication between departments and my office, as well as departments and HR. Communication is a good indication that the Plan guidelines and purpose will be carried out appropriately.

INVESTIGATIONS

I have not issued any Incident (investigation) Reports since the filing of the last semi-annual report, because my focus has been on training my own staff as well as rolling out the Employee training as required by the Plan. Several of the investigations that were filed during the first reporting period have

been completed; however, reports are still pending. Those will be reported on during the next semi-annual report in March 2016.

Since March 1, 2015, I have received an additional 29 complaints or allegations that the Plan was not followed. Two (2) of those concerns were identified by my staff while monitoring; seven (7) concerns were brought to my attention through HR recruitment staff or leadership; one (1) issue was brought to me from a complainant but was forwarded to the Office of the Independent Inspector General (OIIG) for investigation due to allegations of unlawful political discrimination; and 19 filed by complainants from outside HR or a compliance office.

My staff identified significant concerns during the interviews for two different positions in two different departments. In one, the panel did not follow procedures regarding the interview questions – significantly rephrased interview questions which created very different interviews for the candidates considered for the position. In the other department, the interviewing panel collaborated about the candidates without individually assessing them as required and made several concerning comments about the candidates. Reports on both of these concerns are pending finalization and should be released relatively soon.

HR brought seven (7) potential violations to my attention this reporting period consisting of the following allegations: a department used different interview questions from what HR had approved prior to the interviews; a few hiring managers may have made offers to the candidates or promises of offers; two issues involved panelists not identifying conflicts of interest in accordance with the Plan; and others involving candidates complaining that individuals had been hired despite not meeting minimum qualifications for the job. Most of these are still under investigation, but at least two are pending finalization of the reports.

As for the remaining complainant-filed allegations, three have reports pending, and the remaining are in various stages of investigation. Many of the allegations focus on the validation process, a few focus on the selection and offer process, and others provide vague allegations that they have never been called for interview despite applying for numerous positions over the last few years. This type of allegation can often lead into an investigation of not only whether the proper validation procedure was used, but also whether the applicant has lied on any of those numerous applications in order to better his/her chances of receiving an interview.

Incident Reports issued which identify Plan violations require a recommendation for remedial action. I have not issued an Incident Report pursuant to this Plan requiring remedial action yet. However, when I do release such a report, HR is then required to respond to those recommendations. Despite the lack of reports issued and the opportunity to official respond to recommendations, to date HR has collaborated with me on identifying and correcting simple violations of the Plan that can be corrected immediately (lack of interview notice in a timely fashion, failure to conduct an interview, failure to use approved interview questions). When a department fails to give the appropriate notice for interviews or selection meetings, HR and/or I have required that the meetings and interviews be rescheduled in accordance with the Plan. If a hiring manager identifies a panel member to HR that has not been trained, interviews are stalled until that panelist can be trained by me or another panel member is selected. Most recently, HR and I discussed how lack of notice of a conflict of interest should be handled, and we both agreed that a new panel would need to conduct a second round of interviews with no input from the panel member that had the conflict. This was carried out by the department with monitoring by my office, resulting in a process free of conflict of interest (in this case, although some of the final result was the same, other candidates had been ranked that the first panel did not rank).

SUMMARY

Despite some delays with implementing the Plan fully, overall, much progress has been made over the last 11 months since the Court approved the CCHHS Employment Plan. There is much left to do; we must finalize the Policies and Procedure Manual and completely implement all Plan provisions. Nonetheless, we have made significant progress this year in educating the staff at all levels and seen a significant shift in process efficiency based on that education (and continuing education). Education is the foundation of change, and we are now moving away from the training and into the full implementation phase.

Sincerely,



Carrie L. Pramuk-Volk
EMPLOYMENT PLAN OFFICER

cc: Ms. Elizabeth Reidy, General Counsel for CCHHS
Ms. Gladys Lopez, Chief of Human Resources for CCHHS

Cook County Health and Hospitals System
Human Resources Committee Meeting Minutes
October 23, 2015

ATTACHMENT #3

October 23, 2015 CCHHS Human Resource Committee Meeting Agenda Item IV(B)

COMMUNICATION from Gladys Lopez, Chief of Human Resources,

Transmitting herewith salary adjustments and general wage increases for your consideration and approval.

Submitting a Proposed Resolution sponsored by:

Proposed Resolution Approving economic package including wage increases and healthcare

WHEREAS, the Illinois Public Employee Labor Relations Act (5 ILCS 315/1 et seq.) has established regulations regarding collective bargaining with a union; and

WHEREAS, Collective Bargaining Agreements for the period of December 1, 2012 through November 30, 2017 have been negotiated between the County of Cook and the Illinois Fraternal Order of Police (FOP) representing the Oak Forest Health Facilities Public Safety Officers (HS1); and

WHEREAS salary adjustments and general wage increases are reflected in the Salary Schedules included in the Collective Bargaining Agreements negotiated between the County of Cook and the FOP; and

- (a) effective the first full pay period on or after June 1, 2013 the pay rates for all classifications shall be increased 1.00%
- (b) effective the first full pay period on or after June 1, 2014 the pay rates for all classifications shall be increased 1.50%
- (c) effective the first full pay period on or after June 1, 2015 the pay rates for all classifications shall be increased 2.00%
- (d) effective the first full pay period on or after December 1, 2015 the pay rates for all classifications shall be increased 2.00%
- (e) effective the first full pay period on or after December 1, 2016 the pay rates for all classifications shall be increased 2.25%
- (f) effective the first full pay period on or after June 1, 2017 the pay rates for all classifications shall be increased 2.00%

WHEREAS, the current healthcare plan shall be revised as follows:

Item	12/1/15
Classic Blue	Eliminate
HMO OOP Maximum	\$1,600/\$3,200
HMO Accident/Illness	\$15
HMO Urgent Care	\$15
HMO Specialists	\$20
HMO ER	\$75
PPO Deductible	\$350/\$700
PPO OOP Maximum	\$1,600/\$3,200
PPO Accident/Illness	90% after \$25
PPO Specialist	90% after \$35
PPO ER	\$75
RX	\$10/\$25/\$40
Generic Step Therapy	Implement
Mandatory Maintenance Choice	Implement
Healthcare Contributions	Additional 1 percent of salary aggregate increase (.50 percent increase on 12/1/15 and .50 percent increase on 12/1/16)

NOW, THEREFORE, BE IT RESOLVED, that the Cook County Health & Hospitals System Board of Directors do hereby approve the economic package including wage increases and healthcare as provided by the Cook County Health & Hospitals System Department of Human Resources.

	Provisions	Current		Effective 12/01/2015		Effective 12/01/2016		State of Illinois*	Chicago Public Schools*	City of Chicago*	Mercer Government†	Mercer Healthcare†
		Cook County HMO	Percentage of Salary	Cook County HMO Effective 12/01/2015	Percentage of Salary	Cook County HMO Effective 12/01/2016	Percentage of Salary					
Monthly Contributions¹	Employee only	\$26.98	0.50%	\$40.46	0.75%	\$53.95	1.00%	\$119.00	\$70.14	\$69.71	\$77.00	\$143.00
	Employee plus child(ren)	\$40.46	0.75%	\$80.93	1.25%	\$94.42	1.75%	\$215.00	\$80.93	\$107.12	\$267.00	\$472.00
	Employee plus spouse	\$53.95	1.00%	\$67.44	1.50%	\$107.91	2.00%	\$215.00	\$80.93	\$107.12	\$267.00	\$472.00
	Family	\$67.44	1.25%	\$107.91	2.00%	\$148.37	2.75%	\$251.00	\$124.09	\$133.61	\$267.00	\$472.00
Plan Benefits	Medical											
	Annual Deductible - Single/Family	No deductible		No deductible		No deductible		No deductible	No deductible	No deductible	No deductible	No deductible
	Annual Out-of-Pocket Maximum	\$1,500/\$3,000		\$1,600/\$3,200		\$1,600/\$3,200		\$3,000/\$6,000	\$1,500/\$3,000	No limit	No limit	No limit
	Hospital Inpatient Benefits	\$100 per visit		\$100 per admit		\$100 per admit		\$350 per visit	\$200 per visit	\$20 per visit	\$250 per visit	\$500 per visit
	Outpatient Services	\$100 per visit		\$15 per visit		15 per visit		\$250 per visit	\$175 per visit	\$20 per visit	\$75 per visit	\$200 per visit
	Office Visits	\$10 per visit		\$0 prevent/\$15		\$0 prevent/\$15		\$20 per visit	\$30 per visit	\$25 per visit	\$20 per visit	\$20 per visit
	Specialist Visit	\$10 per visit		\$20 per visit		\$20 per visit		\$30 per visit	\$30 per visit	\$35 per visit	\$40 per visit	\$40 per visit
	ER Visit	\$40 per visit		\$75 per visit		\$75 per visit		\$250 per visit	\$125 per visit	\$150 per visit	\$100 per visit	\$100 per visit
	Pharmacy (Retail/Mail)²											
	Generic	\$7/\$14		\$10/20		\$10/20		\$8/\$20	\$10/\$15	\$10/\$20	\$10/\$14	\$10/\$20
Preferred Brand	\$15/\$30		\$25/\$50		\$25/\$50		\$26/\$65	\$25/\$40	\$30/\$60	\$25/\$42	\$30/\$70	
Non-Preferred Brand	\$25/\$50		\$40/\$80		\$40/\$80		\$50/\$125	\$40/\$60	\$45/\$100	\$42/\$80	\$50/\$120	

¹Contributions based on Countywide average salary of \$64,743 from the 2015 appropriation

²Retail provides for a 30 day supply of medicine; mail provides for a 90 day supply.

*Contribution rates are salary driven

†Contribution rates are flat dollar amounts

		Current		Effective 12/01/2015		Effective 12/01/2016		State of Illinois*	Chicago Public Schools*	City of Chicago*	CTA†	Mercer Government†	Mercer Healthcare†
Provisions		Cook County PPOs	Percentage of Salary	Cook County PPO Effective 12/01/2015	Percentage of Salary	Cook County PPO Effective 12/01/2016	Percentage of Salary						
Monthly Contributions¹	Employee only	\$80.93	1.50%	\$89.02	1.65%	\$94.42	1.75%	\$144.00	\$118.70	\$69.71	\$96.92	\$89.00	\$126.00
	Employee plus child(ren)	\$94.42	1.75%	\$107.91	2.00%	\$121.39	2.25%	\$255.00	\$134.88	\$107.12	\$180.00	\$334.00	\$450.00
	Employee plus spouse	\$107.91	2.00%	\$129.49	2.40%	\$148.37	2.75%	\$255.00	\$134.88	\$107.12	\$180.00	\$334.00	\$450.00
	Family	\$121.39	2.25%	\$161.86	3.00%	\$202.32	3.75%	\$300.00	\$188.83	\$133.61	\$180.00	\$334.00	\$450.00
Plan Benefits	Medical												
	Annual Deductible - Single/Family	\$125/\$250		\$350/\$700		\$350/\$700		No deductible	\$400/\$1,200	\$350/\$1050	\$350/\$700	\$400/\$900	\$500/\$1,200
	Annual Out-of-Pocket Maximum	\$1,500/\$3,000		\$1,600/\$3,200		\$1,600/\$3,200		\$6,250/\$12,700	\$2,400/\$4,800	\$1,500/\$3,000	\$1,350/\$2,700	\$2,000/\$4,000	\$2,500/\$5,000
	Hospital Inpatient Benefits	90%		90% in network/ 60% out		90% in network/ 60% out		\$350 per visit	80%	90%	90%	80%	80%
	Outpatient Services	90%		90% after \$25 per visit		90% after \$25 per visit		\$250 per visit	80%	90%	90%	80%	80%
	Office Visits	90% after		\$0 Prevent/90% after \$25		\$0 Prevent/90% after \$25		\$20 per visit	\$25 per visit	\$25 per visit	10% co-ins	or \$20 per visit	or \$20 per visit
	Specialist Visit	90% after		90% after \$35 per visit		90% after \$35 per visit		\$30 per visit	\$25 per visit	\$35 per visit	10% co-ins	or \$20 per visit	or \$20 per visit
	ER Visit	\$40 per visit		\$75 per visit		\$75 per visit		\$250 per visit	\$125 per visit	\$100 per visit	\$100 per visit	20% co-ins	20% co-ins
	Pharmacy (Retail/Mail)²												
	Generic	\$7/\$14		\$10/20		\$10/20		\$8/\$20	\$10/\$15	\$10/\$20	\$5/\$10	\$10/\$14	\$10/\$20
	Preferred Brand	\$15/\$30		\$25/\$50		\$25/\$50		\$26/\$65	\$25/\$40	\$30/\$60	\$15/\$30	\$25/\$42	\$30/\$70
	Non-Preferred Brand	\$25/\$50		\$40/\$80		\$40/\$80		\$50/\$125	\$40/\$60	\$45/\$100	\$35/\$70	\$42/\$80	\$50/\$120

¹Contributions based on average salary of \$64,743 from the 2015 appropriation

²Retail provides for a 30 day supply of medicine; mail provides for a 90 day supply.

*Contribution rates are salary driven

†Contribution rates are flat dollar amounts

October 23, 2015 CCHHS Human Resource Committee Meeting
Agenda Item IV(B)

COMMUNICATION from Gladys Lopez, Chief of Human Resources,

Transmitting herewith a Collective Bargaining Agreement including salary adjustments and general wage increases for your consideration and approval.

Submitting a Proposed Resolution sponsored by:

TONI PRECKWINKLE, President, Cook County Board of Commissioners

Proposed Resolution Approving a Collective Bargaining Agreement

WHEREAS, the Illinois Public Employee Labor Relations Act (5 ILCS 315/1 et seq.) has established regulations regarding collective bargaining with a union; and

WHEREAS, a Collective Bargaining Agreement for the period of December 1, 2012 through November 30, 2017 has been negotiated between the County of Cook and Cook County Pharmacy Association, Chicago Joint Board, Retail, Wholesale & Department Store union Local 200 representing the Cook County Health Facilities Administrative Assistant III's and IV's, Talent Management Assistant, Talent Management Specialist, Human Resource Specialist and Recruitment and Selection Analyst; and

WHEREAS salary adjustments and general wage increases were previously approved and are included in the Collective Bargaining Agreement negotiated between the County of Cook and the Cook County Pharmacy Association, Chicago Joint Board, Retail, Wholesale & Department Store Union; and

NOW, THEREFORE, BE IT RESOLVED, that the Cook County Health & Hospitals System Board of Directors do hereby approve the Collective Bargaining Agreement as provided by the Cook County Health & Hospitals System Department of Human Resources.

October 23, 2015 CCHHS Human Resource Committee Meeting
Agenda Item IV(B)

COMMUNICATION from Gladys Lopez, Chief of Human Resources,

Transmitting herewith a Collective Bargaining Agreement including salary adjustments and general wage increases for your consideration and approval.

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TONI PRECKWINKLE, President, Cook County Board of Commissioners

Proposed Resolution Approving a Collective Bargaining Agreement

WHEREAS, the Illinois Public Employee Labor Relations Act (5 ILCS 315/1 et seq.) has established regulations regarding collective bargaining with a union; and

WHEREAS, a Collective Bargaining Agreement for the period of December 1, 2012 through November 30, 2017 has been negotiated between the County of Cook and the International Brotherhood of Teamsters Local 700 representing Oak Forest Hospital Public Safety Officer II and Investigator II; and

WHEREAS salary adjustments and general wage increases were previously approved and are included in the Collective Bargaining Agreement negotiated between the County of Cook and Teamsters Local 700; and

NOW, THEREFORE, BE IT RESOLVED, that the Cook County Health & Hospitals System Board of Directors do hereby approve the Collective Bargaining Agreement as provided by the Cook County Health & Hospitals System Department of Human Resources.

PROPOSED RESOLUTION

October 23, 2015

Sponsored by

**THE HONORABLE TONI PRECKWINKLE
PRESIDENT OF THE COOK COUNTY BOARD OF COMMISSIONERS**

WHEREAS, the County is obligated to pay the prevailing rate for these categories of employees pursuant to the state statute and the collective bargaining agreement between the County of Cook and the Union(s); and

WHEREAS, the unions representing this category of employees have been properly certified that the below-listed rates are the prevailing rates for the effective date(s) set forth herein; and

WHEREAS, the Annual Appropriation Bill creates Accounts 490-115, 499-115 and 899-115 for Appropriation Adjustments for the Corporate, Public Safety and Health Funds if necessary; and

NOW, THEREFORE, BE IT RESOLVED, that the prevailing wages and salaries of the following positions be fixed as follows:

<u>Job Code</u>	<u>Title Represented</u>	<u>Wage Rate</u>	<u>Effective Date</u>
2359	Sign Painter Shopman	\$36.00	1/1/2015

BE IT FURTHER RESOLVED, that the Chief of the Bureau of Human Resources and the Cook County Comptroller are hereby authorized to implement the prevailing rates and salary adjustments pursuant to state statute.